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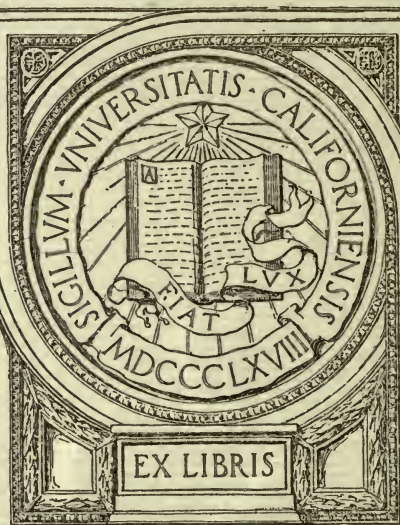
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Instruction in Institution Administration

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TO THE
ADMINISTRATIVE

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Instruction in Institution Administration

BY EMMA H. GUNTHER AND KATHARINE A. FISHER

FOREWORD: The first bulletin of this series, on "Current Notes in Institution Administration," issued in January of this year, has had many responses. Inquiries have come not only from those wishing to organize new courses in Institution Management in colleges and normal schools, but also from many of those now conducting such courses who plan to enlarge the work. It seems desirable, therefore, to give in this second bulletin special attention to Instruction in and Training for Institution Administration.

Introduction

In order to obtain as complete information as possible regarding the development of courses in Institution Administration in schools and colleges throughout the country, a letter of inquiry was recently sent out from Teachers College by the writers of this bulletin. The returns were tabulated, and an outline of these is here presented. It is possible that all schools giving such instruction are not included; if omissions are reported, these will be published in a later bulletin. Also, if there are any corrections to be made in the outline, notes of these will be welcome.

Following this outline of the colleges giving courses in institution administration there is presented a suggested two-year college program, in which the specialized subjects are outlined. It is hoped that this outline may serve as a basis for a discussion of the development of standard courses in Institution Administration. Comments and constructive criticisms will be appreciated.

A short annotated bibliography completes the bulletin.

List of Colleges Giving Courses in Institution Administration

SCHOOL OR COLLEGE	OUTLINE OF SPECIAL COURSE OR COURSES	PRACTICE
1. Bradley Polytechnic Institute, Peoria, Ill.	Study of lunch room problems.	In school cafeteria.
2. College of Industrial Arts, Denton, Texas.	Equipment studies; ac- counting; wholesale marketing; studies in management of food departments.	Cafeteria and tea room used as laboratory for food preparation.
3. Colorado State Agri- cultural College, Fort Collins, Colo.	Study of administrative problems and stand- ards; labor problems; marketing; large quantity cookery; ac- counting.	Cooking and serving in college dining hall and City Hospital — 30 hours a week for 18 weeks during senior year.
4. Connecticut College for Women, New London, Conn.	Buying for institutions.	College dormitory and refectory management.
5. Cornell University, Ithaca, N. Y.	Organization and manage- ment; studies in equip- ment; supplies; labor and housekeeping; marketing and accounts.	Housekeeping and super- vision in cafeterias, kitchens, clubs and dor- mitories on campus.
6. Drexel Institute, Phil- adelphia, Pa.	Institution cookery; ac- counting.	Work in cafeteria, dining room and tea room; in city hospitals; 3rd year — 65-75 hours outside of class work.
7. Lewis Institute, Chicago, Ill.	Studies in equipment and housekeeping methods; marketing; large quantity cookery; cafeteria and tea room management.	Work in dormitory, tea room and institute laundry; observation in other institutions.
8. Kansas State Agri- cultural College, Man- hattan, Kan.	Equipment and organiza- tion; labor problems; accounting and business procedure; furnishings; marketing and large quantity cookery and serving.	In college cafeteria.
9. Macdonald College, Quebec, Canada.	Organization and adminis- tration; buying; storage and issuing of supplies; equipment; dietaries; secretarial work; labor problems; institution laundering.	Assisting, during the senior year, in the college residences and in the college laundry. Observation in typical institutions.

SCHOOL OR COLLEGE	OUTLINE OF SPECIAL COURSE OR COURSES	PRACTICE
10. MacDonald Institute, Guelph, Canada.	Institution housekeeping methods; management; accounting.	Assist during senior year in residence and college dining halls.
11. Mechanics Institute, Rochester, N. Y.	Equipment studies; large quantity cookery; menu making.	Supervision of students' cafeteria.
12. Miami University, Oxford, Ohio.	Marketing; housekeeping methods; labor problems.	In college dormitory.
13. Michigan Agricultural College, Lansing, Mich.	Study of various kinds of institutions and their management.	In boarding club and dormitory.
14. Milwaukee-Downer College, Milwaukee, Wis.	Large quantity cookery and menu-making with emphasis on hospital and college dietaries; equipment, labor problems and organization.	In hospitals, college cafeteria and dining rooms.
15. New York State College for Teachers, Albany, N. Y.	Lunch room equipment; marketing; food preparation and service.	In cafeteria — 8 hours.
16. Oregon State Agricultural College, Corvallis, Ore.	Business management and housekeeping methods; food preparation and service for cafeterias and dining rooms.	Acting as manager, cook, and waitress in cafeteria and dormitory; 4 hours per day of 5 day week of 6 weeks.
17. Pennsylvania State College, State College, Pa.	Problems in the economic, dietary and sanitary aspects of a large household.	Ten hours per week throughout senior year in college dormitory and commons.
18. Pratt Institute, Brooklyn, N. Y.	Institutional management problems, including equipment and costs; large quantity cookery and menu-making.	Three months institution work before certificate is given.
19. Purdue University, Lafayette, Ind.	Management of lunch rooms, hospitals and other institutions; equipment problems.	Cafeteria service in laboratory.
20. State College, Brookings, S. D.	Institutional cookery and management.	In dormitory, kitchen, dining room and cafeteria; special catering; 15 hours per week.

SCHOOL OR COLLEGE	OUTLINE OF SPECIAL COURSE OR COURSES	PRACTICE
21. State College of Washington, Pullman, Wash.	Study of housing, food and administrative problems for large group living; large quantity cookery.	In student residence halls; special catering; 6 hours per week for 2 semesters.
22. State Normal School, Santa Barbara, Calif.	Problems of management; marketing; accounting; large quantity cookery; renovation.	In college cafeteria; special catering; 264 hours distributed throughout year.
23. Stout Institute, Menomonie, Wis.	Institutional management.	In dormitory and practice cottage.
24. School of Practical Arts, Teachers College, New York City.	Institution housekeeping including cleaning and renovation problems; dining room and cafeteria service; hospital dietary departments; institution laundering; equipment, labor problems, organization and administration; accounting; purchasing of food, furnishings and other supplies. Consideration of courses in institution management for teachers and organizers of departments.	In hospitals, college lunchrooms, dormitories and other institutions; 20 hours a week for 1 semester; summer work in addition to this.
25. Temple University, Philadelphia, Pa.	Problems in management, marketing and accounting.	Waitress and cashier in school lunchroom; 1 hour per week; 3 months in institutional work before or after entering course.
26. University of California, Berkeley, Cal.	Cooperation with University of California medical school and hospital; theoretical and practical training.	Residence in hospital for 1 year, 4 months of which is in diet kitchen.
27. University of California, Los Angeles, Calif.	Food preparation and service in quantities suitable for cafeterias, school lunches, clubs and tea rooms.	Cafeteria and laboratory dietetic work, 144 hours.
28. University of Cincinnati, Cincinnati, O.	Marketing and large quantity cookery; laundering; equipment; floor plans, labor problems; management problems in lunch rooms; dormitories and hospital dietary departments.	In university and medical college cafeteria; in hospital dietary department and laundry; in City Club tea room.

SCHOOL OR COLLEGE	OUTLINE OF SPECIAL COURSE OR COURSES	PRACTICE
29. University of Chicago, Chicago, Ill.	Institution buying; organization, equipment; accounts; dietaries.	In university halls, lunch rooms.
30. University of Illinois, Urbana, Ill.	Equipment and management of hospitals and other institutions.	In cafeteria.
31. University of Indiana, Bloomington, Ind.	Study of various kinds of institutions and their management.	In cafeteria and hospital.
32. University of Kentucky, Lexington, Ky.	Financial, executive and nutritional problems in feeding large groups; equipment problems; large quantity cookery.	In cafeteria.
33. University of Minnesota, Minneapolis, Minn.	Marketing and large quantity cookery; study of organization, service, equipment, costs and budgets for institutions.	In cafeteria: (1) Minor problems in administration as checking, cashing, counter service and office work; (2) Actual responsibility in management.
34. University of Montana, Missoula, Mont.	Marketing and buying; large quantity cookery; commercial law and management problems.	In dormitory.
35. University of Nebraska, Lincoln, Neb.	Institution management and hospital dietetics; marketing, storage, food service, labor, equipment; accounting; dormitory problems.	In university and high school cafeterias; in hospitals after graduation or during summer vacation.
36. University of Washington, Seattle, Wash.	Institutional management.	Two courses in practice: (1) In university commons and dormitories; (2) Agencies outside school lunch rooms, commercial cafeterias, department store tea rooms, club tea rooms and hospitals—9 hrs. per week each semester.
37. Western Reserve University, Cleveland, O.	Problems in administration of institution households.	In college lunch rooms and dormitory; 9 hours per week.

Admission Requirements

Colleges which give courses in Institutional Administration require at least junior standing for admission to this work and in some instances senior standing. High school graduation is required by nearly all schools which do not give courses leading to a degree. A number of schools and colleges have age limitations. Students in the course at Pratt Institute and at the University of Cincinnati must be twenty-five years of age. At Macdonald College and Macdonald Institute students must have entered upon their twenty-third year; at Temple University twenty years is the age limitation.

Correlation with Administrative Departments

As possible practice fields for students in Institutional Administration are available in the college residences and dining rooms, provision has been made in nearly all schools and colleges for close coöperation between the courses and the practice fields. The directors of college dining rooms and residences are usually instructors in Institutional Administration wherever such a course is given. In the University of Washington the dining halls and dormitories are under the direction of the Home Economics Department and the directors of these are also instructors in the department. At Teachers College and at the Universities of Washington and Minnesota, the directors of dining halls and residences also lecture in Institutional Administration; at Mechanics Institute the director of the lunch rooms gives the instruction in Institutional Management. A similar plan is followed at Pratt Institute, Cornell University, Western Reserve University, and Lewis Institute, and no doubt in other colleges.

Special Courses

In an earlier bulletin the development of practice work in Institution Administration was considered. An outline of special courses of instruction is given here. These courses will, of necessity, be planned to suit the conditions in each school or college. A few schools still give only a one-year course, but quite a number give a two-year course.

Where a preliminary two-year course is offered in general household arts the two years of Institution Administration work

following may include several special courses, each dealing with a certain phase of administrative work. Buying of supplies for institutional households is an important phase of this work and deserves special consideration. Housing problems and housekeeping methods in large group households should receive their share of attention; *there is a tendency to lay such emphasis on food problems that the study of other housekeeping activities, including institution laundering, may be neglected.* Too much stress cannot be placed upon the importance of including *all* phases of the work. A study of the principles of organization, supervision, and administration is obviously of major importance in a course in Institution Administration, and a knowledge of business procedure is most necessary.

A critical study of the content of such special courses and of the methods of teaching is urgently needed. It is quite evident that standards have not yet been developed and that much investigation and research work must be carried on before such courses can be organized in a comprehensive way as well as on a sound basis.

Suggested Two-Year Course in Institution Administration *Requirements for Admission*

Two years of satisfactory college work in Home Economics with required general and technical courses.

Credits

Candidates for the degree of Bachelor of Science or Bachelor of Arts must complete a total of 124 to 128 points in four years. For the major in Institution Administration a total of 60 points, including electives, is required for the two years.

Fields of Work

Programs leading to either degree with a major in Institution Administration are designed to prepare students as:

1. Managers of school and industrial lunch rooms, cafeterias and tearooms.
2. House directors in college dormitories, clubs, etc.
3. Dietitians in hospitals and sanitariums, or in connection with social service departments or agencies. (Pupil dietitian training is necessary.)

4. Teachers of Institution Administration. A background of teaching and experience in administrative work in institutions is necessary. (A special course in Methods of Teaching Institution Administration is necessary.)

Special Courses in Institution Administration

Junior Year	{	Large Quantity Cookery
		Institution Buying
		Institution Housekeeping
		Practice Work
Senior Year	{	Organization and Business Procedure
		Practice Work
		Institution Laundering
		Special Problems

Note: In each year such courses in other subjects should be included as will complete the requirement for the year's work.

Large Quantity Cookery

Lectures and laboratory. This course includes practice in handling materials in large quantities; planning of menus to meet the demands of cafeteria, lunchroom, tearoom, clubs, etc. Principles of catering for special occasions.

Institution Buying

Lectures, visits to markets, observation trips to institutions. Purchase of food supplies. Study of grades, judging of quality and cost in relation to season and storage. Equipment for kitchens, lunchrooms, cafeterias, and dining rooms.

Institution Housekeeping

Lectures and observation. Survey of development of institutional households, with a consideration of the various activities connected with large group living. Social aspects; professional ethics.

Floor plans and interior construction; heating, lighting, ventilating and plumbing; sanitation and laundry problems; methods of cleaning; materials and apparatus; furnishings.

Administration of food service; cafeteria and dining room management.

Hospital dietary departments and their special problems.

Observation in typical institutions.

Organization and Business Procedure

1. Various systems of organization; charting; division of labor; standardization of tasks; supervision and organization of service; principles of administration.

2. Office management; organization and filing methods; preparation of statements and reports; essential forms of business correspondence; contracts; legal aspects affecting employees. Principles of bookkeeping.

Institution Laundering

Whenever possible, instruction in institutional laundering is most advisable, with arrangements for practice work in the college laundry or in outside institutions.

Special Problems and Practice Work

Two semesters. Practical work in college lunch rooms, cafeterias, dining halls, and residences. A rotation of carefully worked out duties in the minor problems of administration, such as linen-room housekeeper, office assistant, and dining-room assistant, leading to more responsible work involving major problems of management. Special problems for working out certain phases of large group living.

Selected References

The following references are not all recent ones, but each has a valuable contribution to make in the study of problems of administration.

ACCOUNTING AND MANAGEMENT

RITTENHOUSE, CHARLES F. *Elements of Accounting*. Boston: A. D. MacLachlan, 1915.

A useful reference for accounting work in institutions. Fundamental principles of double entry bookkeeping are explained, and these are applied to the various types of accounting work. The preparation of financial reports is considered. Altogether the subject of accounting is presented in a very practical way.

THOMPSON, C. BERTRAND. *The Theory and Practice of Scientific Management*. Boston: Houghton Mifflin, 1917.

This book describes the work developed by that modern group of scientific managers, led by Frederick W. Taylor, whose aim has been to correlate and systematize the principles underlying management problems and so determine and apply standards to industrial work. A valuable part of the book is a review of the literature on scientific management.

FREDERICK W. TAYLOR. *Principles of Scientific Management*. New York: Harper & Bros., 1914.

This book should be familiar to all administrators, as in it Mr. Taylor gives an account of his pioneer work in developing a science of management. He shows clearly that these principles may be applied to all kinds of human activities, to the management of homes and of the various institutions as well as of large industrial organizations.

GILBRETH, FRANK B. *Motion Study*. New York: D. Van Nostrand, 1911.

"Standardizing the trades is the world's most important work today and motion study is the first factor in that work." Mr. Gilbreth here shows the necessity for a study of motions in building up better standards of work, whether it is housework or bricklaying. The book is well illustrated and each phase of motion study carefully worked out.

LABOR PROBLEMS

ALLEN, CHARLES R. *The Instructor, The Man, and The Job*. Philadelphia: Lippincott, 1919.

This book discusses the best methods of training technical workers. While it is a discussion of the work of training departments in industrial plants, much of the information given is directly applicable to training workers in any vocational activity. In housekeeping and food service for large groups, the majority of the workers still learn by the "pick up" method. They would be much more competent if intentional training were given them, and Mr. Allen's book will be found helpful in working out plans for this.

BLOOMFIELD, DANIEL. *Employment Management*. New York: H. W. Wilson, 1919.

A compilation of selected articles by leading authorities on employment management.

U. S. BUREAU OF LABOR STATISTICS. *Hours, Fatigue, and Health in British Munition Factories*. Bulletin No. 221. Washington: Superintendent of Documents. (Price, 15 cents.)

Adjustments in Sunday labor, output in relation to hours of work, industrial fatigue and its causes as they were observed among war-workers will offer helpful suggestions for those battling with these problems in peace time.

U. S. BUREAU OF LABOR STATISTICS. *Industrial Efficiency and Fatigue in British Munition Factories*. Bulletin No. 230. Washington: Superintendent of Documents. (Price, 20 cents.)

Recommendations for better health and sanitation in industry with practical suggestions in regard to and prevention of fatigue are considered in this reprint.

GILMAN, STEPHEN. *Graphic Charts for the Business Man*. Chicago: La Salle Extension University, 1919.

The engineering profession has for many years recognized the universal appeal of the picture in making use of graphic charts to convey facts. This bulletin discusses the use of the various types of charts and the principles of chart making in such a way that readers may see the possibilities of graphic illustration in relation to their own particular business. A study of organization charts should be of special interest to directors in our own field, as the defects of any organization, however complicated, are much more apparent when it is reduced to chart form.

BRINTON, WILLARD C. *Graphic Methods for Presenting Facts*. New York: The Engineering Magazine Company, 1914.

For a detailed treatment of the problems of chart making, readers are referred to this book. The art of showing data in graphic forms is here very fully illustrated, and the book is particularly useful for our purpose because of the fact that technical terms are little used and also because a consistent effort has been made to keep the whole book on such a plane that it may be found readable by those having no statistical training.

WOLF, ROBERT B. *Modern Industry and the Individual*. Chicago: A. W. Shaw Company.

An outline of the philosophy of work as applied to the daily direction of workers. Shows why men leave, why they are dissatisfied, and why they take no interest in their work. To Mr. Wolf labor unrest is a condition of "dis-ease," curable only by providing a conscious and intelligent participation by the worker in the organization to enable him to develop and express his creative powers at his job.

WOLF, ROBERT B. *The Human Relation in Industry*. Report of an Address. Boston, 1034 Kimball Bldg.: Associated Industries of Massachusetts, 1919.

This report should be of particular interest to all employees of labor, at a time when so much difficulty is being experienced in adjusting labor conditions. From directors of large group living activities all over the country comes the complaint both of the shortage of workers and of the incompetency of large numbers of available workers. Mr. Wolf describes very vividly an experiment in working conditions developed by himself and his colleagues in a large pulp factory, which brought about most encouraging results in output, in equality of work, and in the spirit of the workers.

CAFETERIAS

CRUM, FREDERICK C. *Restaurant Facilities for Shipyard Workers*. Washington: U. S. Shipping Board, Emergency Fleet Corporation, 1917.

A detailed account of lunch rooms in shipyards giving floor plans, equipment, business administration and details of food service.

GEARY, BLANCHE. *Handbook of the Association Cafeteria*. New York: National Board of the Y. W. C. A., 1917.

A valuable reference for cafeteria workers, discussing in some detail the organization of a cafeteria, business procedure, equipment and food service problems.

TREAT, NOLA. *Cafeteria Standards and How to Attain Them*. Minneapolis: University of Minnesota Extension Department, 1920.

A short bulletin setting forth the main problems of cafeteria management in a clear, concise way.

POPE, H. A. "A Factory Lunch Room That Would Please Hoover." *Factory Magazine*, December, 1918.

A description of how waste was eliminated in a factory lunch room.

GENERAL ELECTRIC COMPANY. *Bulletin on Lunch Room*. Schenectady, N. Y.

A description of the equipment and organization of the company's lunch room, with the business forms and records used.

FOOD PREPARATION

NETTLETON, BERTHA E. *One Hundred Portion War Time Recipes*. Philadelphia: Lippincott, 1919.

A collection of selected and tested recipes equally suitable for peace time. In the soups and sauces cornstarch and rice flour are used for thickening but the *combined weight* of these in wheat flour will give the same result.

SMEDLEY, EMMA. *Institution Recipes*. Revised edition. Published by author, 6 East Front St., Media, Pa., 1919.

A collection of tested recipes, given for the most part in 150-portion quantities. The protein and caloric value of each recipe are given.

SMITH, FRANCES LOWE. *Recipes and Menus for Fifty*. (1913.)
More Recipes for Fifty. (1918.) Boston: Whitcomb &
Barrows.

The recipes are well selected and have been tested.

GENERAL ELECTRIC COMPANY (National Lamp Works). *Preparation of Foods for Factory Service Departments*. Cleveland, 1915.

This booklet gives menus and recipes used in the company lunch rooms.

FOOD AND DIETETICS

ROSE, MARY S. *Feeding the Family*. New York: Macmillan Co., 1917.

A valuable reference in diets and menu-making for the dietitian as well as for the housewife.

ROSE, MARY S. *Everyday Foods in War Time*. New York: Macmillan Co., 1918.

Equally applicable to peace time. Valuable as a briefer reference on foods and diet.

GRAVES, LULU. *Modern Dietetics*. Modern Hospital Publishing Co., 1917.

A study of feeding the sick in hospitals and homes, with a consideration of feeding problems in health.

CARTER, HOWE AND MASON. *Nutrition and Clinical Dietetics*. Philadelphia: Lea & Febiger, 1917.

A valuable reference for the hospital dietitian.

MCCOLLUM, E. V. *The Newer Knowledge of Nutrition*. New York: Macmillan Co., 1918.

Recent research with regard to the value of certain foods.

LUSK, GRAHAM. *The Elements of the Science of Nutrition*. Philadelphia: W. B. Saunders Co., 1919.

Important for hospital dietitians.

JOSLIN, E. P. *Diabetic Manual*. Philadelphia: Lea & Febiger, 1919.

Invaluable in diabetic diet work.

PATTEE, ALIDA F. *Practical Dietetics*. Mount Vernon, N. Y., 1914.

A suitable text-book for nurses, in practical dietetic work.

HOUSEKEEPING METHODS

BALDERSTON, L. R. *Housewifery*. Philadelphia: Lippincott Co., 1919.

The various phases of the subject are treated in a carefully detailed way and include plumbing, heating and labor-saving appliances, household supplies and furnishings, cleaning and renovation methods. The book is very fully illustrated.

U. S. BUREAU OF STANDARDS, DEPARTMENT OF COMMERCE.
Safety for the Household. Circular No. 75. Washington: Superintendent of Documents. (Price, 15 cents.)

A most valuable bulletin. It presents the risks in the careless and often ignorant use of gas, electricity and combustibles. It suggests simple methods of caution to protect life and property from such hazards and stimulate interest in public measures that provide safety for the household and the community.

BROADHURST, JEAN. *Home and Community Hygiene*. Philadelphia: Lippincott Co., 1919.

This is a very satisfactory treatment of the subject in a practical, non-technical way—a brief, comprehensive, popular and accurate statement of the things we ought to know.

Gunther, E. H.

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